

USACE SPECIAL EMPHASIS PROGRAM POLICY

1. PURPOSE

This policy implements the Federal guidelines, Department of Defense and Department of the Army directives and regulations pertaining to civilian special emphasis program. Special emphasis programs are an integral part of the overall EEO program enhancing career opportunities and advancement for minorities and women. The programs are:

- Federal Women's Program (FWP)
- Hispanic Employment Program (HEP)
- Black Employment Program (BEP)
- Asian American/Pacific Islander Employment Program (AA/PI EP)
- American Indian/Alaska Native Employment Program (AI/AN EP)

2. POLICY

Each level of command throughout the U.S. Army Corps of Engineers is required to establish Special Emphasis Programs to ensure equal opportunity in the hiring, advancement, training and treatment of each targeted group. The mission of SEP is to achieve a civilian workforce in which women and minorities are employed at all levels, in all occupations, and in all segments of the organization commensurate with their representation in the relevant labor force and integrate the goals and objectives of each SEP into all aspects of civilian personnel management. The goal of all SEP's is to establish and implement procedures, which will enable activities to:

- a. Identify and resolve actual and perceived system inequities that adversely affect employees, and
- b. Identify and resolve underrepresentation and underutilization of minorities and women.

3. IMPLEMENTATION GUIDANCE

- a. The USACE EEO staff will develop policies and procedures for the SEP's and provide leadership, advice and guidance to the Corps activities.
- b. Commanders will ensure that adequate resources and support are provided to the SEP's and that managers and supervisors initiate the necessary actions and programs to ensure attainment of equal opportunity for the targeted employees.
- c. The specific Special Employment Program Manager, under the supervision, of the Equal Employment Opportunity Officer (EEOO), is responsible for the development, implementation and evaluation of the specific special emphasis program

4. APPOINTMENT OF SEP MANAGER

Each Corps activity may appoint an FWP, BEP, HEP, AAIPIEP, and AI/ANEP manager based on needs identified in their Affirmative Employment Program Plan. These

individuals serve as subject-matter experts on various issues affecting the employment of their respective groups.

- a. Appointment of the SEP manager may be on full-time, part-time, or collateral —duty. If the responsibility for managing these programs must be assigned on a collateral-duty basis, sufficient time must be allocated to ensure successful performance. SEP managers will receive training within six months of appointment.
- b. Collateral SEPM duties will be documented in the incumbent's official position description and coded as part of the employees current position. While the time required for program administration on a collateral-duty basis might vary, employees should use less than 25 percent of their time to carry out the duties.

5. PROGRAM MANAGEMENT

SEP managers direct the overall development of the program for which they are responsible. The SEP Manager is a part of the management team and, therefore may not function as an employee advocate. The manager will serve as a champion for the changes necessary to overcome barriers that impede equal employment opportunity for the specific SEP. The list of specific duties is not all- inclusive or in any order of priority; emphasis given will vary based on local needs.

- a. Conduct an assessment of the program, including analysis of the work force by organization, occupational categories, grade, and gender/minority designation in order to identify areas where women and minorities are under-utilized or underrepresented.
- b. Develop an annual work plan that includes program objectives and action items.
- c. Develop and maintain a network of SEP managers.
- d. Publicize the program within the organization.
- e. Meet regularly with management officials to discuss issues, concerns and accomplishments.
- f. Assist the personnel office and other agency officials with implementing external and internal recruiting programs.
- g. Establish a committee to assist and support the SEP Manager. The committee should be a working group, representative of the workforce (i.e. organization, occupations and grades).

6. PROGRAM EVALUATION

To ensure compliance with laws, policy, guidance and guidelines, the management of the special emphasis programs will be examined as part of the USACE EEO command inspection program. The inspection will review the goals and objectives of the division and district SEP's and documents appointing the SEP Managers and/or committees.